

**Title XIX Children's System of Care Plan**  
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<b>Goal 1 - Implement a statewide performance improvement tool and process.</b>			
<b>Objective 1.1</b> - Implementation of an in-depth, statewide tool and process that reviews practice and adherence to the Child and Family Team Practice and 12 Principles. This includes a record review and interviews with relevant stakeholders in the child's life.			
<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
Year 1 – 11/1/06 through 10/31/07			
Task 1.1.1 Finalize a sound practice measurement tool and implement a practice improvement process that utilizes in-depth reviews, appropriate sample sizes, and sets minimum performance expectations and benchmarks.	Quality Management Operations	11/1/06	Child and Family Team review tool
Task 1.1.2 Develop detailed sampling methodology for the T/RBHAs.	Quality Management Operations	11/1/06	Written methodology
Task 1.1.3 Develop an T/RBHA sampling validation process for reviewing T/RBHAs samples.	Quality Management Operations	11/1/06	Written sampling validation process
Task 1.1.4 Create a reviewer's guide and training curriculum.	Quality Management Operations	11/1/2006	Reviewer's Guide and training curriculum
Task 1.1.5 Organize the statewide training initiative.	Clinical & Recovery Services	12/1/06	Training Announcements
Task 1.1.6 Provide training in each T/RBHA	Clinical & Recovery Services	1/1/06	Attendance sheets

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Task 1.1.7 Identify a list of certified reviewers.	Quality Management Operations	12/1/06	Finalized list by T/RBHAS
Task 1.1.8 Develop standardized reporting format for T/RBHA reporting to ADHS including provider level performance information and practice improvement plans.	Quality Management Operations	11/1/06	Report Format
Task 1.1.9 Validate T/RBHAS samples.	Quality Management Operations	1/1/07	Validation report
Task 1.1.10 Begin statewide reviews (conducted by the T/RBHAs).	Quality Management Operations	1/1/07 and on-going	Letter to the T/RBHAs
Task 1.1.11 Monitor the first six months of CFT practice review implementation to guide the process and ensure implementation is in accordance with ADHS methodology guidelines.	Quality Management Operations	1/1/07 and ongoing	Periodic monitoring reports
Task 1.1.11 Collect and review T/RBHA semi-annual reports..	Quality Management Operations	8/1/07 and semi-annually	T/RBHA reports
Task 1.1.12 Conduct data validation to assess reported T/RBHA findings.	Quality Management Operations	9/1/07 and ongoing	Validation report
Task 1.1.13 Use CFT practice review results to inform the ADHS Quality Management system and identify needed statewide performance improvement activities.	Quality Management Operations	9/1/07 and ongoing	Correspondence to T/RBHAs
Task 1.1.14 Generate semi-annual ADHS reports.	Quality Management Operations	9/15/06 and semi-annually	ADHS reports
Year 2 – 11/1/07 through 10/31/08			

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Task 1.1.1 Continue the reviews, reports, and performance improvement efforts to meet and maintain established benchmarks.	Quality Management Operations	11/1/07 and on-going	Letters to T/RBHAs, T/RBHA reports, ADHS reports, Practice Improvement Plans
Year 3 – 11/1/08 through 10/31/09			
Task 1.1.1 Continue the reviews, reports, and performance improvement efforts to meet and maintain established benchmarks.	Quality Management Operations	11/1/08 and on-going	Letters to T/RBHAs, T/RBHA reports, ADHS reports, Practice Improvement Plans

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<b>Goal 2 - Enhance the ADHS Quality Management/Practice Improvement System.</b>			
<b>Objective 2.1</b> – Align Quality Management and Performance Improvement activities with the CFT Practice Improvement Review and Functional Outcome Measures to eliminate duplication and enhance validation of key concepts and practices.			
<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
Year 1 – 11/1/06 through 10/31/07			
Task 2.1.1 Complete the Annual Quality Management Plan for AHCCCS clearly outlining the overall quality management system for monitoring children's services and implement that plan on an ongoing basis.	Quality Management Operations	11/1/06 and ongoing	Spreadsheet identifying all current performance measures and PI activities assessing children's services
Task 2.1.2 Assess current performance measures and performance improvement activities to identify duplicative reporting processes.	Quality Management Operations	2/1/07	Spreadsheet evaluating current performance measures and PI activities, and identifying duplicative reporting processes
Task 2.1.3 Eliminate duplicative activities and streamline processes to enhance overall practice improvement efforts.	Quality Management Operations	3/1/07	Children's Quality Management Committee /Family Committee meeting minutes, Annual Quality Management Evaluation
Task 2.1.4 Use semi-annual functional outcomes reports to inform the ADHS Quality Management system and identify necessary statewide performance improvement activities.	Quality Management Operations	4/1/07 and 10/1/07	Children's Quality Management Committee /Family Committee meeting minutes, Functional Outcome Reports, and subsequent initiation of new Statewide Practice Improvement activities

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Task 2.1.5 ADHS will require T/RBHAs to submit fully complete the Client Information System (CIS) demographics required (or risk penalty) and focus on accuracy of the data provided through the Client Information System (CIS) system.	Quality Management Operations	1/1/07	Policy clarification to T/RBHAs announcing requirements associated with Client Information System (CIS) demographic submissions
Year 2 – 11/1/07 through 10/31/08			
Task 2.1.1 Use semi-annual functional outcomes reports to inform the ADHS quality management system and identify necessary statewide performance improvement activities.	Quality Management Operations	4/1/08 and 10/1/08	Children's Quality Management Committee /Family Committee meeting minutes, Functional Outcome Reports, and
Year 3 – 11/1/08 through 10/31/09			
Task 2.1.1 Use semi-annual functional outcomes reports to inform the ADHS quality management system and identify necessary statewide performance improvement activities.	Quality Management Operations	4/1/09 and 10/1/09	Children's Quality Management Committee /Family Committee meeting minutes, Functional Outcome Reports, and subsequent initiation of new Statewide Practice Improvement activities

<b>Objective 2.2 – Publish and disseminate performance review finding and quality management information.</b>			
<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
Year 1 – 11/1/06 through 10/31/07			
Task 2.2.1 Work with the Family Committee to identify feasible data/report dissemination methods and recommendations.	Quality Management Operations	11/1/06	Children's Quality Management Committee and Family Committee meeting minutes

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Task 2.2.2 Identify specific ADHS reports that should be routinely posted on the ADHS website and the extent of clarification/narrative that should accompany the report.	Quality Management Operations	12/1/06	Children's Quality Management Committee meeting minutes
Task 2.2.3 Provide identified ADHS reports to Policy for posting on the ADHS website.	Quality Management Operations	2/1/07 and ongoing	ADHS reports posted on the website
Task 2.2.4 Assess how data/results at the T/RBHA level are disseminated to the public and how provider performance information is shared with the public.	Quality Management Operations	7/1/07	First T/RBHA semi-annual report
Task 2.2.5 Require T/RBHAs to disseminate findings to the public through multiple approaches.	Bureau of Compliance	8/1/07	Contract language in FY 2008 contract amendment
Year 2 – 11/1/07 through 10/31/08			
Task 2.2.1 Continue to publicly disseminate information regarding Quality Improvement efforts.	Quality Management Operations	11/1/07 and ongoing	Website and newsletters etc.
Year 3 – 11/1/08 through 10/31/09			
Task 2.2.1 Continue to publicly disseminate information regarding Quality Improvement efforts.	Quality Management Operations	11/1/08 and ongoing	Website and newsletters etc.

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<b>Objective 2.3 – Amend T/RBHAs contracts to promote adherence to the 12 Arizona Principles through Child and Family Team practice.</b>			
<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
<b>Year 1 – 11/1/06 through 10/31/07</b>			
Task 2.3.1 Based on analysis of T/RBHA performance and statewide/service area needs, incorporate additional requirements into T/RBHA contracts including incentives and penalties for performance.	Bureau of Compliance	7/1/07	Amendment to the T/RBHA contracts, as needed, based on performance.
Task 2.3.2 In conjunction with applicable ADHS functional areas, monitor contract requirements and deliverables (Exhibit A) to ensure T/RBHA compliance and adherence to the 12 Principles.	Bureau of Compliance	7/1/07 and ongoing	Deliverables outlined in the contract with RBHAs
Task 2.3.3 Upon determination that the T/RBHA is not making adequate progress toward contract requirements and previous performance improvement or corrective action have been unsuccessful in meeting the objective, and in conjunction with the Children's Quality Management Committee, determine the appropriate course of action, including performance improvement plans, corrective action plans, notice to cure and/or sanction.	Bureau of Compliance	10/1/07 and ongoing	Performance Improvement/Corrective Action Plan, Notice to Cure and/or Sanction
<b>Year 2 – 11/1/07 through 10/31/08</b>			
Task 2.3.1 Based on analysis of T/RBHA performance and statewide/service area needs, incorporate additional requirements into T/RBHA contracts, including incentives and penalties for performance.	Bureau of Compliance	7/1/08	Amendment to the T/RBHA contracts, as needed, based on performance.
Task 2.3.2 In conjunction with applicable ADHS functional areas, monitor contract requirements and deliverables (Exhibit A) to ensure T/RBHA compliance and adherence to the 12 Principles.	Bureau of Compliance	7/1/08 and ongoing	Deliverables outlined in the contract with RBHAs

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Task 2.3.3 Upon determination that the T/RBHA is not making adequate progress toward contract requirements and previous performance improvement or corrective action has been unsuccessful in meeting the objective, and in conjunction with the Children's Quality Management Committee, determine the appropriate course of action, including performance improvement plans, corrective action plans, notice to cure and/or sanction.	Bureau of Compliance	10/1/08 and ongoing	Performance Improvement/Corrective Action Plan, Notice to Cure and/or Sanction
Year 3 – 11/1/08 through 10/31/09			
Task 2.3.1 Based on analysis of T/RBHA performance and statewide/service area needs, incorporate additional requirements into T/RBHA contracts, including incentives and penalties for performance.	Bureau of Compliance	7/1/09	Amendment to the T/RBHA contracts, as needed, based on performance.
Task 2.3.2 In conjunction with applicable ADHS functional areas, monitor contract requirements and deliverables (Exhibit A) to ensure T/RBHA adherence to the 12 Principles.	Bureau of Compliance	7/1/09 and ongoing	Deliverables outlined in the contract with RBHAs
Task 2.3.3 Upon determination that the T/RBHA is not making adequate progress toward contract requirements and previous performance improvement or corrective action has been unsuccessful in meeting the objective, and in conjunction with the Children's Quality Management Committee, determine the appropriate course of action, including performance improvement plans, corrective action plans, notice to cure and/or sanction.	Bureau of Compliance	10/1/09 and ongoing	Performance Improvement/Corrective Action Plan, Notice to Cure and/or Sanction



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<b>Goal 3 - Target young adults ages 18-21 to deliver services according to the 12 Arizona Principles</b>			
<b>Objective 3.1</b> – Revise and update the Practice Protocol, <u>Transitioning to Adult Services</u> , in order to prepare the workforce in providing better continuity between the children's and adult's behavioral health systems.			
<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
Year 1 – 11/1/06 through 10/31/07			
Task 3.1.1 Complete Young Adult Pilot.	Clinical & Recovery Services	11/01/06	RBHA reports and summaries
Task 3.1.2 Develop a report summarizing the Young Adult Pilot, including lessons learned.	Clinical & Recovery Services	1/1/07	DBHS analysis of reports and resulting recommendations
Task 3.1.3 Revise and update Practice Protocol <u>Transitioning to Adult Services</u> to reflect implementation, training, performance, and supervision expectations.	Clinical & Recovery Services	5/1/07	Completed Practice Improvement Protocol
Task 3.1.4 Train workforce on the revised Practice Protocol <u>Transitioning to Adult Services</u> .	Clinical & Recovery Services	9/1/07	Training curriculum and attendance rosters
Task 3.1.5 Provide technical assistance to T/RBHAs to ensure adherence of service delivery and treatment planning to the 12 Arizona Principles and Practice Protocol <u>Transitioning to Adult Services</u> .	Clinical & Recovery Services	10/1/07 and ongoing	Periodic TA reports
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Task 3.1.1 Provide TA to T/RBHAs to ensure adherence of service delivery and treatment planning to the 12 Arizona Principles and Practice Protocol <u>Transitioning to Adult Services</u> .	Clinical & Recovery Services	11/1/07 and ongoing	Periodic TA reports
Task 3.1.2 Measure T/RBHA compliance with Practice Protocol <u>Transitioning to Adult Services</u> ; provide technical assistance, as necessary.	Clinical & Recovery Services	1/1/08 and ongoing	Monitoring report based on review criteria in PIP
Year 3 – 11/1/08 through 10/31/09			
Task 3.1.1 Provide technical assistance to T/RBHAs to ensure adherence of service delivery and treatment planning to the 12 Arizona Principles and Practice Protocol <u>Transitioning to Adult Services</u> .	Clinical & Recovery Services	11/1/08 and ongoing	Periodic TA reports
Task 3.1.2 Measure T/RBHA compliance with Practice Protocol <u>Transitioning to Adult Services</u> ; provide technical assistance as necessary.	Clinical & Recovery Services	1/1/09 and ongoing	Monitoring report based on review criteria in PIP

**Objective 3.2** – Adherence to the 12 Arizona Principles and CFT practice for young adults, 18 to 21 years, will be measured using the Practice Improvement Review process, Outcome Measures and other identified Quality Management Data.

Tasks	Who is Responsible	Target Date	Description of Deliverable
Year 1 – 11/1/06 through 10/31/07			
No activity planned at this time.			
Year 2 – 11/1/07 through 10/31/08			
Task 3.2.1 Assess and modify the practice improvement review process, as needed, to better assess 18 to 21 year old young adults.	Clinical & Recovery Services	1/1/08	Changes to the Practice Improvement Review process (if necessary)

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Task 3.2.2. Assess and modify the outcomes collected in Client Information System (CIS) demographic sets, as needed, to capture functional outcomes for 18 to 21 year olds.	Clinical & Recovery Services	1/1/08	Changes to the Client Information System (CIS) demographic information (if necessary)
Task 3.2.3 Begin reviews for 18 to 21 year old young adults using the modified Practice Improvement Review process.	Clinical & Recovery Services	7/1/08	New instructions that are provided to the RBHAs for young adults 18 to 21; CFT Review semi-annual reports
Task 3.2.4 Begin functional outcome reports using Client Information System (CIS) data for 18 to 21 year old young adults.	Clinical & Recovery Services	7/1/08	Semi-annual Functional Outcome reports
Year 3 – 11/1/08 through 10/31/09			
Task 3.2.1 Continue reviews for 18 to 21 year old young adults using the modified Practice Improvement Review process.	Clinical & Recovery Services	11/1/08 and ongoing	CFT Review results
Task 3.2.2 Continue functional outcome reports using Client Information System (CIS) data for 18 to 21 year old young adults.	Clinical & Recovery Services	11/1/08 and ongoing	Functional Outcome results

<b>Objective 3.3 – Enhance housing and employment support for young adults 18 – 21 year old.</b>			
<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
Year 1 – 11/1/06 through 10/31/07			
Task 3.3.1 Complete literature review and consult with VR Counselors & T/RBHA Business/Voc and Housing Coordinators for employment/business and housing models specific to young adults.	Clinical & Recovery Services	4/1/07	Completed literature review report document

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Task 3.3.2 Present data from the literature review and discussions with VR Counselors & T/RBHA Business/Voc and Housing Coordinators to the Best Practice Advisory Committee with recommendations for adoption.	Clinical & Recovery Services	8/1/07	Recommendations report
<b>Year 2 – 11/1/07 through 10/31/08</b>			
Task 3.3.1 Provide technical assistance with T/RBHA Business/Voc and Housing Coordinators on best practice models.	Clinical & Recovery Services	3/1/08	Technical assistance documentation
Task 3.3.2 Incorporate employment models for TXIX eligible young adults in annual network plan process.	Clinical & Recovery Services	6/1/08	T/RBHA Network Plans
Task 3.3.3 As funds are available, develop new housing units for independent living.	Clinical & Recovery Services	10/1/08	T/RBHA documentation of increased capacity
<b>Year 3 – 11/1/08 through 10/31/09</b>			
Task 3.3.1 Continue implementation of network plan for employment services.	Clinical & Recovery Services	11/1/08 and ongoing	T/RBHA Network Plans
Task 3.3.2 As funds are available, develop new housing units for independent living.	Clinical & Recovery Services	11/1/08 and ongoing	T/RBHA documentation of increased capacity

**Objective 3.4 – Enhance Therapeutic Foster Care and expand the age guidelines for young adults ages 18 to 21.**

<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
<b>Year 1 – 11/1/06 through 10/31/07</b>			
Task 3.4.1 Complete the train the trainer process on the new TFC training curriculum.	Clinical & Recovery Services	12/1/06	Training outline and scheduled dates; attendance rosters

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Task 3.4.2 Develop the guidelines pertaining to the training of all TFC families using the new curriculum.	Clinical & Recovery Services	12/1/06	Copy of guidelines
Year 2 – 11/1/07 through 10/31/08			
Task 3.4.1 Conduct an analysis of Arizona Revised Statute: sections 8-521.01, 46-134, and 8-501, for the provisions of a child remaining in the home until age 21, and Arizona Administrative Code Title 6, Chapter 3, Article 58, for foster care licensing regulations and prepare an analysis paper.	Bureau of Compliance	1/1/08	Analysis paper
Task 3.4.2 Determine the process for making a change to AAC, Title 6, Chapter 3, Article 58.	Clinical & Recovery Services	4/1/08	Final recommendations paper
Task 3.4.3 Collaborate with the Office of Licensing, Certification, and Regulation to make any changes that may be needed.	Clinical & Recovery Services	11/1/08	Completed policy
Year 3 – 11/1/08 through 10/31/09			
Task 3.4.1 Implement the changes identified in the previous year.	Bureau of compliance	7/1/09	Policy clarification

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**Goal 4 – Align the intake and assessment process, ensuring that assessment and service planning are completed by the Child and Family Team.**

**Objective 4.1 – Review and adjust current policy and practice related to the intake, assessment, and service planning process and timeframes.**

Tasks	Who is Responsible	Target Date	Description of Deliverable
Year 1 – 11/1/06 through 10/31/07			
Task 4.1.1 Draft a policy clarification on the current intake, assessment, and service planning process and timeframes, encouraging family support and team involvement.	Bureau of Compliance	12/1/06	Policy Clarification document completed
Task 4.1.2 ADHS will convene a subcommittee of the Best Practice Advisory Committee (include OBHL, AHCCCS, family member & consumer, T/RBHAs and providers) to review a proposed intake/assessment process to better align the CFT practice, looking in particular at the following: <ul style="list-style-type: none"> <li>○ Urgent BH response process</li> <li>○ Review/update the Birth to Five and General Assessments,</li> <li>○ Staff credentialing/privileging requirements</li> <li>○ Team coordination roles and responsibilities</li> <li>○ Clinical consultation involvement</li> <li>○ Timelines associated with brief triage, core assessment, addenda and service planning</li> <li>○ Other current standards or practices that encourage utilizing the full 45-day timeframe</li> <li>○ Incorporation of family support at intake and assessment</li> <li>○ Incorporation of natural supports, direct supports, and other stakeholders (i.e. child serving agencies)</li> </ul>	Clinical & Recovery Services	12/01/06	Subcommittee list and work plan

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Task 4.1.3 Recommendations from the subcommittee will be presented to the Best Practice Advisory Committee, Clinical Council, and ADHS Leadership Team for approval and submission to OBHL and AHCCCS for approval.	Clinical & Recovery Services	4/1/07	Written Recommendations
Task 4.1.4 Modify ADHS policies and procedures to accommodate revision to the intake, assessment, and service planning processes.	Clinical & Recovery Services	8/1/07	Revised policies and procedures
Task 4.1.5 Implement revised intake, assessment, and service planning process statewide.	Clinical & Recovery Services	10/1/07	New instructions posted and being used statewide
Year 2 – 11/1/07 through 10/31/08			
Task 4.1.1 Modify Practice Protocol <u>Child and Family Team</u> based on revisions to the intake, assessment, and service planning processes including, <ul style="list-style-type: none"> <li>• addition of performance expectations</li> <li>• the expectation that all children are served according to the 12 Arizona Principles and CFT practice,</li> <li>• combining the Technical Assistance Document (TAD) – <u>The Child and Family Team Process</u> and Practice Protocol, <u>Child and Family Team</u> into one document, and</li> <li>• clarification regarding team composition for high and low need teams.</li> </ul>	Clinical & Recovery Services	11/1/07	Revised Practice Protocol
Task 4.1.2 Develop and release e-learning and video segments on revised intake, assessment, and service planning processes and Practice Protocol, <u>Child and Family Team</u> .	Clinical & Recovery Services	2/1/08	Curriculum and tracking of successful e-learning participants
Task 4.1.3 Monitor quality and completeness of intake, assessment, and service planning, ensuring the assessment and service planning were completed by the CFT.	Clinical & Recovery Services	7/1/08 and ongoing	Monitoring Report
Year 3 – 11/1/08 through 10/31/09			

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Task 4.1.1 Monitor quality and completeness of intake, assessment, and service planning, ensuring the assessment and service planning were completed by the CFT.	Clinical & Recovery Services	11/1/09 and ongoing	Monitoring Report
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<b>Goal 5 - Enhance the behavioral health network.</b>			
<b>Objective 5.1</b> – Conduct an inventory of current network capacity for: Direct Supports, Team Coordination, Clinical Consultation and Clinical Specialties.			
<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
Year 1 – 11/1/06 through 10/31/07			
Task 5.1.1 Retain consultant for development of data collection methodology for an inventory of Direct Supports, Team Coordinator, Clinical Consultant, and Clinical Specialty including the identification of the data collection units.	Clinical and Recovery Services	11/01/06	Completed contract
Task 5.1.2 Draft and finalize a definition of Direct Supports (of which support services are a part) and identify the covered services that will fall under the Direct Support category to be used by the consultants in the data collection process.	Clinical and Recovery Services	11/01/06	Completed definition
Task 5.1.3 Draft and finalize a definition of Team Coordination to be used by the consultants in the data collection process.	Clinical and Recovery Services	11/1/06	Completed definition
Task 5.1.4 Draft and finalize definitions of Clinical Consultant and Clinical Specialties to be used by the consultants in the data collection process.	Clinical and Recovery Services	11/1/06	Completed definition
Task 5.1.5 Implement the collection of Direct Support, Team Coordination Clinical Consultant and Clinical Specialty information. Utilize data to establish baselines.	Clinical and Recovery Services	4/1/07	Network Inventory

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Year 2 – 11/1/07 through 10/31/08			
No activities planned at this time			
Year 3 – 11/1/08 through 10/31/09			
No activities planned at this time			

**Objective 5.2** –Build capacity around direct supports, team coordination, clinical consultation and clinical specialty services using network and quality management data, including the Practice Improvement Reviews and Functional Outcomes Measures, to inform network development based on the findings of the inventory.

Tasks	Who is Responsible	Target Date	Description of Deliverable
Year 1 – 11/1/06 through 10/31/07			
Task 5.2.1 Revise T/RBHA Network Reporting Guidelines outlining how T/RBHAs will expand from the baseline identified through the inventories and establish goals for future growth, including capacity building around respite and Therapeutic Foster Care.	Clinical & Recovery Services	5/1/07	Network Reporting Guidelines
Task 5.2.2 Review inventory information, network indicators and other available quantitative and qualitative data to develop network sufficiency and expansion goals for the T/RBHAs.	Clinical & Recovery Services	6/1/07	Completed inventory
Task 5.2.3 ADHS and the T/RBHAs will discuss ways to foster the development of competitive service delivery approaches/providers that successfully perform in accordance with the 12 Arizona Principles and CFT practice.	Clinical & Recovery Services	6/1/07	Minutes of discussions with T/RBHAs

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Task 5.2.4 Use the information developed through the inventories and T/RBHA goal setting to inform the capitation rate development process.	Clinical and Recovery Services	6/1/06	
Task 5.2.5 Complete statewide focus groups and service area data profiles addressing substance abuse needs and treatment for youth and present findings to Clinical Council.	Clinical & Recovery Services	4/1/07	Summary of focus group finding
Task 5.2.6 Utilize 2006 baseline data of substance abuse services, 2007 specialty provider criteria and data on need/demand to establish network capacity goals for substance use disorder services.	Clinical & Recovery Services	4/1/07	Network Reporting Guidelines
Task 5.2.7 Incorporate network capacity goals into annual network plan and monitor implementation.	Clinical & Recovery Services	6/1/07 and ongoing	T/RBHA Network Plans
Task 5.2.8 ADHS will conduct annual rate reviews and will include T/RBHAs in this process; recommendations will be sent to AHCCCS for approval.	Financial Operations	7/1/07	Updated rate schedule
Year 2 – 11/1/07 through 10/31/08			
Task 5.2.1 Incorporate any new network capacity goals into annual network plan and monitor implementation.	Clinical & Recovery Services	6/1/08 and ongoing	T/RBHA Network Plans
Task 5.2.2 ADHS will conduct annual rate reviews and will include T/RBHAs in this process; recommendations will be sent to AHCCCS for approval.	Financial Operations	7/1/08	Updated rate schedule

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Year 3 – 11/1/08 through 10/31/09			
Task 5.2.1 Incorporate any new network capacity goals into annual network plan and monitor implementation.	Clinical and Recovery Services T/RBHAs	6/1/09 and ongoing	T/RBHA Network Plans
Task 5.2.2 ADHS will conduct annual rate reviews and will include T/RBHAs in this process; recommendations will be sent to AHCCCS for approval.	Financial Operations	7/1/09	Updated rate schedule

<b>Objective 5.3 – Reduce frequency of children living in congregate settings.</b>			
<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
Year 1 – 11/1/06 through 10/31/07			
Task 5.3.1 Review and revise the prior authorization criteria for Level 1 RTC settings.	Office of Medical Director	11/1/06	Revised Prior Authorization Criteria
Task 5.3.2 Meet with child welfare and juvenile justice representatives to share revised prior authorization criteria and ADHS goals for decreased use of RTC settings.	Office of Medical Director	2/1/07	Meeting minutes
Task 5.3.3 Meet with DES, Juvenile Court Judges, and ADJC to provide information on behavioral health services including community and home based options/services to RTC and other congregate care settings.	Office of the Medical Director	4/1/07	Meeting minutes
Task 5.3.4 Monitor rates of congregate care settings through utilization management meetings, set thresholds for over-utilization of Level I RTC and Level II and III group homes, and monitor root causes for over utilization.	Office of Medical Director	11/1/06 and ongoing	Utilization Management Meeting minutes

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Task 5.3.1 Revise the <u>Out-of-Home Care Services</u> Practice Protocol (see Task 7.1.2) to assist T/RBHAs in identifying viable and readily available alternatives to out-of-home placement, including: <ul style="list-style-type: none"> <li>establishment/expansion of stabilization/special assistance teams,</li> <li>developing effective crisis plans.</li> </ul>	Clinical & Recovery Services	3/1/08	Revised Practice Protocol
Task 5.3.2 Provide training on the revised Practice Protocol, <u>Out-of-Home Care Services</u> .	Clinical & Recovery Services	7/1/08	Training curriculum and schedule; attendance rosters
Year 3 – 11/1/08 through 10/31/09			
No activities planned at this time.			

**Objective 5.4** – Promote Positive Behavioral Supports, including Functional Behavioral Assessment, using existing covered behavioral health services.

Tasks	Who is Responsible	Target Date	Description of Deliverable
Year 1 – 11/1/06 through 10/31/07			
No activity in this year.			
Year 2 – 11/1/07 through 10/31/08			
Task 5.4.1 Develop a Practice Protocol on the role of Positive Behavioral Support and Functional Behavioral Assessment in the behavioral health system, as well as, how to promote its effective use, and how to encounter the service within the existing array of covered behavioral health services.	Clinical & Recovery Services	1/1/08	Completed Practice Protocol

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Task 5.4.2 Disseminate Positive Behavior Support guidance document to the T/RBHAs and providers and provide technical assistance when requested.	Clinical & Recovery Services	3/1/08	Dissemination records
Year 3 – 11/1/08 through 10/31/09			
Task 5.4.1 Track utilization of this service and monitor for underutilization.	Clinical & Recovery Services	7/1/09	Monitoring reports and notes

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<b>Goal 6 - Serve all enrolled children and families through the Child and Family Team practice.</b>			
<b>Objective 6.1 – Support T/RBHA Child and Family Team expansion plans.</b>			
<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
Year 1 – 11/1/06 through 10/31/07			
Task 6.1.1 Review and approve Child and Family Team Expansion Plans to ensure continued adequacy.	Clinical & Recovery Services	11/1/06	Approved expansion plans
Task 6.1.2 ADHS will complete the development of a guidance document which effectively identifies children with complex needs vs. those with less complex needs and assist providers in identifying needed members of the child and Family Team.	Clinical & Recovery Services	12/1/06	Guidance document
Task 6.1.3 Monitor Child and Family Team Expansion Plan Status Reports to assess adequacy of progress being made.	Clinical & Recovery Services	1/1/07 and Quarterly	Quarterly Status Reports from the T/RBHAs
Task 6.1.4 Conduct follow-up activities with T/RBHAs, as needed, to modify plan based on achieving expansion goals.	Bureau of Compliance	1/1/07 and ongoing	Amendment of the Child and Family Team Expansion Plan
Task 6.1.5 Upon determination that the T/RBHA is not making adequate progress toward the goal, and in conjunction with the Children's Quality Management Committee, determine the appropriate course of action (Corrective Action Plan, Notice to Cure or Sanction.	Bureau of Compliance	4/1/07 and ongoing	Corrective Action Plan, notice to Cure, or Sanction

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Task 6.1.1 Monitor Child and Family Team Expansion Plan Status Reports to assess adequacy of progress being made.	Clinical & Recovery Services	11/1/07 and Quarterly	Quarterly Status Report from the T/RBHAs
Task 6.1.2 Conduct follow-up activities with T/RBHA, as needed, to modify plan based on achieving expansion goals.	Bureau of Compliance	11/1/07 and ongoing	Amendment of the Child and Family Team Expansion Plan
Task 6.1.3 Upon determination that the T/RBHA is not making adequate progress toward the goal, and in conjunction with the Children's Quality Management Committee, determine the appropriate course of action (Corrective Action Plan, Notice to Cure or Sanction.	Bureau of Compliance	11/1/07 and ongoing	Corrective Action Plan, Notice to Cure, or Sanction
Year 3 – 11/1/08 through 10/31/09			
Task 6.1.1 Require T/RBHA to develop a plan to sustain Child and Family Teams for all children as contractually required. Conduct follow-up activities with T/RBHA, as needed, to ensure development of adequate plan.	Bureau of Compliance	11/1/08	Plans for sustainability



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<b>Goal 7 - Enhance mentoring and supervision through the utilization of training, technical assistance, and monitoring.</b>			
<b>Objective 7.1</b> – Provide technical assistance and monitoring to support implementation of required training, supervision, and mentoring and to promote the development of practice improvement strategies.			
<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
Year 1 – 11/1/06 through 10/31/07			
<b>Task 7.1.1</b> All new and updated best/promising practice approaches and Practice Protocols adopted in Arizona will include expectations for T/RBHAs related to training, supervision, coaching, and monitoring.	Clinical & Recovery Services	11/1/06 and ongoing	Expectations will be in best/promising practice approaches and Practice Protocols
<b>Task 7.1.2</b> The Monitoring and Oversight Office of Clinical and Recovery Services will develop a schedule and conduct ongoing monitoring reviews of implementation and adherence to required best/promising practices and required Practice Protocols.	Clinical & Recovery Services	1/1/07 and ongoing	Reports to RBHAs on fidelity reviews.
<b>Task 7.1.3</b> Develop a strategy to offer incentives for best/promising practice and Practice Protocol implementation.	Bureau of Compliance	7/1/07 and ongoing	Contract amendment with incentives and penalties for performance
<b>Task 7.1.4</b> ADHS, with the assistance of a Best Practice Advisory Sub-Committee, will develop recommendations for models of staff support as well as clinical supervision standards, practices and competencies.	Clinical & Recovery Services	7/1/07	Recommendations document

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Task 7.1.5 Train supervisors to mentor, coach, and provide on-the-job training for personnel who facilitate or participate in CFTs, including effective utilization of the CFT Supervision Tool.	Clinical & Recovery Services	8/1/07 and ongoing	Training curriculum and schedule; attendance rosters
Task 7.1.6 Update best practice protocol(s) addressing substance abuse treatment in children/adolescents, including consideration of adoption of the American Academy of Child and Adolescent Psychiatry (AACAP) guidelines. Protocol should address implementation, performance, and supervision expectations as they relate to the CFT.	Clinical & Recovery Services	5/1/07	Finished Practice Protocol
Task 7.1.7 Provide updated training on revised Practice Protocol <u>Substance Abuse Treatment in Children</u> .	Clinical & Recovery Services	10/1/07	Training curriculum and schedule; attendance rosters
Task 7.1.8 Provide training on revised Practice Protocol – <u>The Unique Behavioral Health Needs of Children, Youth , and Families involved with CPS</u> .	Clinical & Recovery Services	2/1/07	Training curriculum and schedule; attendance rosters
Task 7.1.9 Develop a <u>Birth to Five</u> Practice Protocol, including implementation, performance, training, and supervision expectations.	Clinical & Recovery Services	6/1/07	Practice Protocol
Task 7.1.10 Continue ongoing trainings and specific technical assistance supporting practice in the area of birth to five children.	Clinical & Recovery Services	6/1/07 and ongoing	Training curriculum and schedule; attendance rosters
Task 7.1.11 Align the State Infrastructure Grant (SIG) funds to support coaching, including technical assistance by ADHS staff at the T/RBHA/provider levels addressing on effective Practice Protocol implementation.	Clinical & Recovery Services	4/1/07	SIG grant annual work plan

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<b>Year 2- 11/1/07 through 10/31/08</b>			
Task 7.1.1 Provide technical assistance as needed and monitor outcomes data for special children's populations, including child welfare involvement, substance abuse problems, children birth to five, developmental disabilities, and juvenile justice involvement.	Clinical & Recovery Services	11/1/07 and ongoing	Monitoring and technical assistance reports from the RBHAs
Task 7.1.2 Meet with Provider Association to develop white paper on staff retention and turnover reduction strategies. Incorporate into annual ADHS strategic plan.	Clinical & Recovery Services	10/1/08	Completed white paper
<b>Year 3- 11/1/08 through 10/31/09</b>			
Task 7.1.1 Provide technical assistance as needed and monitor outcomes data for special children's populations, including child welfare involvement, substance abuse problems, children birth to five, developmental disabilities, and juvenile justice involvement.	Clinical & Recovery Services	11/1/08 and ongoing	Technical assistance documentation
Task 7.1.2 Implement initiatives for staff retention and turnover reduction strategies.	Clinical & Recovery Services	7/1/09	Documentation of implementation

**Objective 7.2** –Educate and prepare current and future behavioral health workforce by partnering with colleges and universities, through the Higher Education Partnership.

<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
<b>Year 1 – 11/1/06 through 10/31/07</b>			
Task 7.2.1 Begin Psychiatric Resident/Fellow rotation at ADHS to raise the awareness of the Arizona public behavioral health system.	Office of the Medical Director	11/1/06	List of residents on rotation and working with ADHS

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Task 7.2.2 Reconvene and continue the work of the Higher Education Partnership Committee.	Policy Advisor	6/1/07	Meeting Minutes and final Recommendations
Year 2 – 11/1/07 through 10/31/08			
Task 7.2.1 Implement recommendations of the Higher Education Partnership Committee.	Policy Advisor	11/1/07 and ongoing	Documentation of implementation efforts
Year 3 – 11/1/08 through 10/31/09			
No activity planned at this time.			

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<b>Goal 8 – Involve youth and families in improving the behavioral health system.</b>			
<b>Objective 8.1</b> – The Family Committee, consisting of family representatives from across the state, will continue to review quality management data and make recommendations to ADHS for system improvement.			
<b>Tasks</b>	<b>Who is Responsible</b>	<b>Target Date</b>	<b>Description of Deliverable</b>
Year 1 – 11/1/06 through 10/31/07			
Task 8.1.1 Sponsor monthly Family Committee meetings to review quality management data and other systems information and then utilize the recommendations from the Committee in development of the children's system.	Quality Management Operations	11/1/06 and ongoing	Family Committee Meeting Minutes
Task 8.1.2 Hold monthly Children's Quality Management Committee meetings at ADHS and record discussions and decisions related to Family Committee recommendations.	Quality Management Operations	11/1/06 and ongoing	Children's Quality Management Committee Meeting Minutes
Task 8.1.3 Increase youth voice and involvement at the Family Committee, or as a separate subcommittee.	Quality Management Operations	7/1/07	Youth membership roster of other means to identify participating youth
Year 2 – 11/1/07 through 10/31/08			
Task 8.1.1 Sponsor monthly Family Committee meetings to review quality management data and other systems information and utilize recommendations from the Family Committee in the development of the children's system.	Quality Management Operations	11/1/07 and ongoing	Family Committee Meeting Minutes
Task 8.1.2 Hold monthly Children's Quality Management Committee meetings at ADHS and record discussions and decisions related to Family Committee recommendations.	Quality Management Operations	11/1/07 and ongoing	Children's Quality Management Meeting Minutes

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Year 3 – 11/1/08 through 10/31/09			
Task 8.1.1 Sponsor monthly Family Committee meetings to review quality management data and other systems information and then utilize the recommendations from the Committee in development of the children's system.	Quality Management Operations	11/1/08 and ongoing	Family Committee Meeting Minutes
Task 8.1.2 Hold monthly Children's Quality Management Committee meetings at ADHS and record discussions and decisions related to Family Committee recommendations.	Quality Management Operations	11/1/08 and ongoing	Children's Quality Management Committee Meeting Minutes

**Objective 8.2** – Strengthen family involvement, both internally and externally, in an effort to enhance positive outcomes for the child and family.

Tasks	Who is Responsible	Target Date	Description of Deliverable
Year 1 – 11/1/06 through 10/31/07			
Task 8.2.1 Add a family member to the ADHS Policy Committee.	Bureau of Compliance	1/1/07	Family member attending meeting
Task 8.2.2 Add a family member to the ADHS Quality Management Committee.	Quality Management Operations	1/1/07	Family member attending meeting
Task 8.2.3 The Family Committee will recommend strategies to strengthen the role of family support in the behavioral health system, including how family support can be included in service planning.	Office of the Medical Director with support of JK Team	3/1/07	Family Committee Minutes
Task 8.2.4 The Family Committee will develop and disseminate a guidance document addressing family opportunities for involvement and participation such as Family Committee, Employment in ADHS and the T/RBHAs, Family Support Partners, CFT Practice Reviewers, intake workers, etc.	Office of the Medical Director with support of the Family Committee	4/1/07	Completed guidance document

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Year 2 – 11/1/07 through 10/31/08			
No activity planned at this time.			
Year 3 – 11/1/08 through 10/31/09			
No activity planned at this time.			